

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2018/2019

BHR3154 – LEADERSHIP

(All sections / Groups)

28 MAY 2019
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of **TWO (2)** pages with **FOUR (4)** Questions only.
2. **ANSWER ALL** questions. All questions carry equal marks.
3. Please write all your answers in the Answer Booklet provided.

All questions are based on the case given.

Each question carries 25 marks.

Sporting Goods Store

Ahmad is the new manager of Al-Ikhsan Sports, a retail sporting goods store in Melaka that is part of a national chain of 100 stores throughout Peninsular Malaysia. Ahmad, who is 28 years old, has been working for the company for four years. Before his promotion, he was the assistant manager for two years at Al-Ikhsan Sports store in Johor Bahru. Last week he was briefly introduced to the employees by his boss, the regional manager.

The profit performance of this store is below average for its location, and Ahmad is looking forward to the challenge of improving profits. When he was an assistant manager, he was given mostly minor administrative duties and paperwork, so this assignment will be his first opportunity to show he can be an effective manager.

The base salaries of the 20 employees who work in Ahmad's store are set by the company, but appraisal ratings by the store manager influence the size of an employee's annual merit raise. These recommendations must be justified to the regional manager, especially if they are not consistent with individual and department sales. Ahmad can suspend or fire employees with the approval of his boss, but in practice, it is difficult to do so unless the recommendation is supported by a strong case.

The store layout and most prices are set by the headquarters office. However, store performance can be affected to a limited extent by the store manager. One way to keep the cost of employees low is by making sure they are working efficiently and not taking excessive sick days. Pay is low for this type of retail selling job, turnover is high, and it takes a few months for a new employee to learn the merchandise well enough to be helpful to customers. Thus, it is also desirable to keep competent employees satisfied enough to stay with the company.

Although it is only his first week on the job, Ahmad believes that he has already discovered some of the problems at this store. Among the various departments in the store, the running shoes section has the highest potential profits. On several occasions Ahmad noticed a line of customers waiting to be served in the running shoes section, and he overheard some of them grumbling about how long it takes to get served.

One customer said he was leaving to go to another store that didn't make him "wait all day to have the privilege of spending hundreds of dollars on running shoes." Ahmad observed that Celine, the running shoes section supervisor, spends a lot of time socialising with her salespeople and with customers, including friends who drop in to visit and talk about running marathons and races.

Source: Case Study adapted from Yukl (2013), Leadership Case study, 8th edition. Prentice Hall.

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QUESTION 1

- (a) Based on the case, identify and discuss **THREE (3)** types of power Ahmad has at this time as the manager. (15 marks)
- (b) Identify and explain **TWO (2)** leadership roles Ahmad should emphasise to lead the store towards better performance. (10 marks)
(Total: 25 marks)

QUESTION 2

- (a) Propose **THREE (3)** influence tactics Ahmad could use in this situation to influence Celine. (15 marks)
- (b) Describe **TWO (2)** personal characteristics of a leader Ahmad should emphasise in bringing about improvements to the store. (10 marks)
(Total: 25 marks)

QUESTION 3

- (a) In your opinion, do you agree that motivation is the most important part of Ahmad's job as a leader? Justify your answer. (10 marks)
- (b) Describe **THREE (3)** actions Ahmad might take to bring about employee engagement at the store. (15 marks)
(Total: 25 marks)

QUESTION 4

- (a) Identify and discuss **THREE (3)** steps you would recommend Ahmad to take in order to enhance teamwork at his store. (15 marks)
- (b) The path-goal theory of leadership effectiveness, as developed by Robert House, specifies what a leader must do to achieve high productivity and morale in a given situation. Using a diagram, briefly explain the path-goal theory of leadership effectiveness. (10 marks)
(Total: 25 marks)

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